

## **Performance Based Interview Questions for Eight Core Competencies Levels I, II, and III**

### **Interpersonal Effectiveness**

#### **Level II:**

- Give a specific example of a situation where the group of people you work with on a regular basis had a serious conflict. What was the conflict about? How were you involved in the conflict and what was the outcome?
- A part of this job is documenting your work. On a scale of 0 to 10 with 10 being excellent writing skills, how would you rate your writing ability? Give specific example of the types of documents you write routinely. What feedback do you get from your supervisor on your writing skills?
- Tell me about a specific time when those with whom you were working could not agree upon the course of action. How did you approach the situation and what was the outcome?

#### **Level III:**

- Explain a specific situation where you met resistance from your staff or work group about a directive that was mandated. Explain your role by describing dialogue related to the situation. Specifically what measures did you incorporate? What did you learn about group resistance? What was the ultimate outcome?
- Think about a specific time when you had to negotiate with several service chiefs to obtain their cooperation to implement a specific initiative. Tell me specifically how you negotiated with them to attain the desired cooperation and how the implementation of the initiative went.

### **Customer Service**

#### **Level I:**

- Tell about a situation at work where you realized a person needed help. How did you realize the person needed assistance and what did you do? What was the outcome of this situation?
- Tell about a situation where you assisted a co-worker. What was the situation? What was your involvement and what was the outcome?
- Tell me about a specific time when you resolved a difficult customer complaint. What did you do? What was the outcome?

Level II:

- In your current job, who are your internal and external customers? Specifically, how do you get satisfaction feedback from your internal customers? Specifically, how do you get satisfaction feedback from your external customers? Give specific examples of how you have used both negative and positive feedback.
- Tell me specifically which co-workers in your organization are your customers. What have you done specifically to improve the service you give these internal customers?

Level III:

- If you were to step back and look at the part of your organization you control, what components of a customer service program would you see? Describe each component individually and tell specifically, what your role has been in implementation and ongoing delivery.
- Give an example to illustrate how you have improved the experience of 1) your internal customers, and 2) your external customers. How did you determine improvement was needed and how have you determined the effectiveness of the improvement.
- Tell me specifically how you have communicated to line staff that they have permission to go around the “chain of command” to expedite resolution of a patient problem. What has been the result of such communication? Success stories?

**Systems Thinking**

Level I:

- How does the work you are currently doing affect your organization’s ability to meet its’ mission and goals? Do you think your work is important? If yes, why? If no, why not?
- Describe a time when you went over and above your job expectation. What motivated you to put forth the extra effort? How did you feel when the job was finished? Did others realize you had put forth the extra effort? What feedback did you get for your effort?
- Tell me about a time when you had to take on extra duties or make some other sacrifice (such as changing your duty hours) in order for an overall improvement in the service of your unit to its customers to occur. How did you feel about making the change? What did you say to co-workers and supervisors about the change? How do you feel about the change now? Has it produced better service to your customers?

Level II:

- In your current job, what organizational change have you made or contributed to that you are proud of? How did you go about making the change? What has been the impact of the change?
- Tell me about a specific time when others in your work group were having difficulty understanding how their work interfaced with the work of other units, and the impact changes they made had on those other work groups. What specific things did you do to assist your co-workers to better understand the relationship of your work to that of others in the organization? What specific things did you do to ensure that changes within your group were not detrimental to other work groups?

Level III:

- Describe a change you are responsible for that improved the performance of your work area or organization. How did: 1) you come up with the idea for the change, 2) you go about implementing the change, 3) staff respond to the change, and 4) you measure the outcome of the change? In looking back, what things would you do differently?
- Tell me about a specific time when you had to assist your staff in understanding the relevance to the organization of an aspect of their work. What mechanisms did you use to communicate with them? How effective was the communication? How did you evaluate that effectiveness?

**Flexibility/Adaptability**

Level I:

- Describe a change in your work you have personally had to make in the last couple years. At the time, how did you feel about making the change? What did you do to make the change? How do you feel about the change now?
- Tell me about the last new procedure you had to learn in your job. Tell me what specifically was the hardest aspect of learning the new procedure. Tell me specifically what you liked best about learning the new procedure. How well is the new procedure working now?

Level II:

- Describe a situation where you were responsible for getting others to make a change. What role did you play and what actions did you take? What was the outcome? If you had to do it again, would you do anything differently?
- Tell me about a time when you had to deal with two very different employees that could not be treated the same way. How did you deal with each? How did you decide what you were going to do? How well did your intervention with each employee work?

Level III:

- Describe a major change you have made in the past two years. How did you accomplish the change? What difficulties did you encounter and how did you work through the difficulties? What personal factors assisted you in making the change? Would you do anything differently if you had to do it again?
- Tell me about a specific time when staff reductions required restructuring of the workload. How did you do the restructuring? Who specifically did you involve? How did you involve them? Why did you involve those whom you did?

### **Creative Thinking**

Level I:

- Tell two suggestions you have made to your supervisor in the past year. How did you come up with the ideas? What happened? How do you feel about the way things went?
- Tell me about a specific time when you made a suggestion to improve the quality of the work done in your unit. Tell me about a specific time when you made a suggestion to improve the efficiency of your unit.

Level II:

- Give examples to illustrate how you have generated ideas that represent thinking “outside the box.” How were your ideas received by others? What became of the ideas?
- Tell me about a time when a co-worker had a good idea and you agreed but no one else was willing to listen. How did you handle the situation and what was the outcome?

Level III:

- Explain the approach you use for performance improvement. Explain specifically how you identify problems, what strategies you incorporate to measure the impact of the problems, how you deal with the problems, and how you measure success or failure. Track one problem you have dealt with from identification to closure.
- Tell me about a specific benchmark study that you assisted with and how that study was applied within your organization.

### **Organizational Stewardship**

Level I:

- Give an example of a time you defended your organization. How did you feel about doing it? How did you go about doing it? What was the response of the other party/parties?
- Tell me about a specific time when people outside your organization were criticizing it unfairly. What did you do or say? How successful were you in changing minds or attitudes? What evidence suggests that level of success?

Level II:

- Describe a time when you worked as a member of a team to accomplish a goal of your organization. What role did you play? Describe how the team worked together. What was the outcome?
- Describe a time when you were working with a group and there was conflict in getting a job done. What was your role? Were the conflicts resolved? If yes, how were they resolved? If no, what were they not resolved?
- List two characteristics that you feel you possess that make you a sensitive, effective leader. Give a specific example for each to show how you applied them to your work setting.
- Tell me about a specific time when a co-worker was experiencing significant personal problems that were affecting their work. What did you do to assist the co-worker and help them with their situation? Were your efforts successful? How did you know they were or were not successful?

Level III:

- Describe a time when one of your staff or your work team was working above work expectations. What was your response? How did the other party/parties respond?
- Describe a time when one of your staff or your work team was working below work expectations. What was your response? How did the other party/parties respond? What was the ultimate outcome?
- List three characteristics you feel you possess that make you a sensitive, effective leader. Give a specific example to illustrate the application of each to your work setting.
- Tell me about a specific time when a subordinate had a personal need that conflicted with the needs of your organization. How did you address the conflicting needs? What was the result of the way you handled the situation?

**Personal Mastery**

Level I:

- Name three things you have done in the past two years to grow in your job.
- Describe a time when you received negative feedback and turned it into something positive.
- What self development activities are you currently engaged in?

Level II:

- Describe a negative work experience you learned from. Describe the circumstances and give an example to show you applied the learning to a work situation.
- Describe a situation where you can take credit for the growth and development of a staff member or co-worker. Be specific about your role in terms of interactions and the outcome.
- Tell me specifically what self-development activities you have participated in during the last year.

Level III:

- Describe a time when you disagreed with an evaluation or feedback your received about your performance. How did you handle the situation? What impact did it have on you? What did you learn?
- Specifically, what are you doing to keep up with changing concepts in healthcare management? What attributes do you possess that make you able to keep up with the times? Give an example to convince me that you can keep up with these changing, chaotic times.
- Tell me specifically about the professional activities in which you are currently engaged to enhance your professional capabilities.

**Technical**

Levels I-III

- Rate yourself on a scale of 0 to 10 with 0 indicating no knowledge or skill and 10 indicating above average knowledge and skill on the following areas: (would have approximately 10 areas of knowledge or skill specific to job—would range from specific job skills such as typing/work processing to higher level skills such as negotiation and conflict resolution).
- Compare what you know about the job you are interviewing for and your own knowledge and skill. What areas of development do you feel you will need to meet the job expectations?